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U.S. National Committee for the Conservation ...

Three year progress report

[Washington]

[1944]

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iv, 23, [1] p. illus. (incl. map) diagrs. 26½cm.

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Three Year Progress Report

National Committee for the Conservation of Manpower in War Industries

MEN · MINUTES and – VICTORY

B08
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Box 659

United States Department of Labor

Division of Labor Standards

NATIONAL COMMITTEE FOR THE CONSERVATION OF MANPOWER IN WAR INDUSTRIES

CYRIL AINSWORTH
Assistant Secretary, American Standards Association, New York, N. Y.

W. H. CAMERON
Evanston, Ill.

JOHN P. COYNE
President, Building and Construction Trades Department, American Federation of Labor, Washington, D. C.

R. E. DONOVAN
Chief Safety Engineer, Standard Oil Company of California, San Francisco, Calif.

JOHN P. FREY
President, Metal Trades Department, American Federation of Labor, Washington, D. C.

CLINTON S. GOLDEN
Assistant to the President, United Steel Workers of America, Pittsburgh, Pa.

WILLIAM H. IVEY
Birmingham, Ala.

THOMAS F. KEARNS
Superintendent, Division of Safety and Hygiene, Industrial Commission, Columbus, Ohio

LEWIS E. MAC BRAYNE
Executive Vice President, Massachusetts Safety Council, Boston, Mass.

T. O. MEISNER
Director of Safety, American Can Co., Chicago, Ill.

CHARLES A. MILLER
Assistant to Manager, The Texas Co., Houston, Tex.

HERBERT W. PAYNE
Vice President, Textile Workers Union of America, New York, N. Y.

ERIC PETERSON
General Vice President, International Association of Machinists, New York, N. Y.

E. G. QUESNEL
Director of Safety, The Borden Company, New York, N. Y.

KATHERINE ELLICKSON
Assistant Director of Research, Congress of Industrial Organizations, Washington, D. C.

R. R. SAYERS, M. D.
Director, Bureau of Mines, U. S. Department of the Interior, Washington, D. C.

CARL L. SMITH
Managing Director, Cleveland Safety Council, Cleveland, Ohio

L. METCALFE WALLING
Administrator, Wage and Hour and Public Contracts Divisions, U. S. Department of Labor, New York, N. Y.

RALPH E. WALTER
Safety Director, Nebraska Power Co., Omaha, Nebr.

W. H. WINANS
Industrial Relations Department, Union Carbide Co., New York, N. Y.

V. A. ZIMMER
Director, Division of Labor Standards, U. S. Department of Labor, Washington, D. C.

6/15/44 P.C.
JUN 23 1944 P.M.

U. S. DEPARTMENT OF LABOR
DIVISION OF LABOR STANDARDS
WASHINGTON

NATIONAL COMMITTEE FOR THE CONSERVATION OF MANPOWER IN WAR INDUSTRIES

THREE-YEAR PROGRESS REPORT

The Secretary of Labor:

This pamphlet is a report of the job safety campaign of the National Committee for the Conservation of Manpower in War Industries. When you appointed the Committee, some 3 years ago, you pointed out that industrial manpower, a vital resource in our production program, was liable to wastage in a number of ways, and that one of the chief causes of this wastage was in industrial injuries. Since the control of job injury is a local problem, which rests squarely upon plant management, and since a quarter century of organized safety effort had resulted in the development of practical methods of accident and disease prevention, the program set forth was designed to bring directly to plant management the will to safety, a knowledge of basic safety methods, and expert assistance in initiating safety programs. The program of the Committee has been broadened in the 3 years that followed, but it still adheres to its basic purpose, to attack the accident problem where it exists, in the plants and shops which are producing the supplies and materials of war.

Three years ago there was no shortage of manpower, but to those who read the lessons of the past the present shortage was inevitable. And it is not least among the Committee's accomplishments that its cry for safety, unheeded at first amid the clamor for speed at any cost, is now a national crusade, echoed daily in the press and on the air. But the Committee has other, more tangible, accomplishments to its credit and despite a general rise in work injuries--a phenomenon beyond the control of the National Committee or any other safety group--evidence points to a definite improvement in those plants which have taken advantage of the Committee's services.

Within every industrial establishment there are four groups which have either a direct responsibility for safety, or an immediate concern with its effectiveness. Management, top operating personnel, supervisors, and workers--each has a definite part to play in any plant safety program. And for each, the Committee has fashioned definite services. To management in more than 20,000 war plants the Committee's Special Agents have brought their personal services. Two-thirds of a million copies of publications--dealing with the fundamentals of safety organization and the handling of specific safety problems--have been distributed to management, operating personnel, and supervisors. Three million copies of a little booklet listing practical tips on safe work practices have reached war workers, through either their employers or their unions.

Some 40,000 key supervisors have completed the National Committee-Office of Education safety training course, and thousands of foremen are already enrolled in a recently launched course on foremen safety training. The campaign of direct-worker education has been stepped up--on the air, in the press, and on the screen. Unions are playing an increasingly effective part in accident prevention.

It is not surprising that with management and men in many plants convinced of the value and practicability of safety, the Committee is receiving more and more requests for specific service on definite problems. This is the kind of service that is productive of tangible results, and the record of accomplishment during the next year should reflect improved safety performance in a large number of plants. But unfortunately, the majority of plants in the country still are doing little or no effective safety work, and the will to safety must be instilled in their managements before the groundwork for progress can be laid. This is the unfinished business of the National Committee--and its challenge.

Cyril Ainsworth	Thomas P. Kearns	Katherine Ellickson
W. H. Cameron	Lewis E. Mac Brayne	R. R. Sayers, M. D.
John P. Coyne	T. O. Meisner	Carl L. Smith
R. E. Donovan	Charles A. Miller	L. Metcalfe Walling
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Clinton S. Golden	Eric Peterson	W. H. Winans
William H. Ivey	E. G. Quesnel	V. A. Zimmer

MANAGEMENT. . . .

Its Responsibility for Safety

The primary responsibility for safety rests squarely on the shoulders of top management. Management has a legal responsibility for safety—to provide a "safe and healthful" workplace; a moral responsibility for safety—to protect the lives, limbs, and health of its employees; a financial responsibility for safety . . . to safeguard the plant owners from wastage of funds in the compensation, medical, and indirect costs of preventable injuries. And most important, in these times, management has a patriotic obligation to speed production by efficiently utilizing and guarding the dwindling supply of war workers and by preventing the loss of time, life, and skills which result from work injury.

National Committee Service Assistance in Meeting the Responsibility

The keystone of the National Committee program is the bringing to war plant management the will and the knowledge necessary to the establishment of a sound and going plant safety program. As means to this end, the Committee makes available to management-

1. *Personal Consulting Service*—The personal services of some 600 volunteer safety agents . . . practical men in the employ of private industry . . . who call upon management for the purpose of stimulating interest in safety and assisting in the establishment, expansion, or improvement of a plant safety program.

2. *Printed Material*—Publications which point up the need for and value of safety, explain the services of the National Committee, and outline the fundamentals of a sound safety program.

PERSONAL CONSULTING SERVICE. . . .

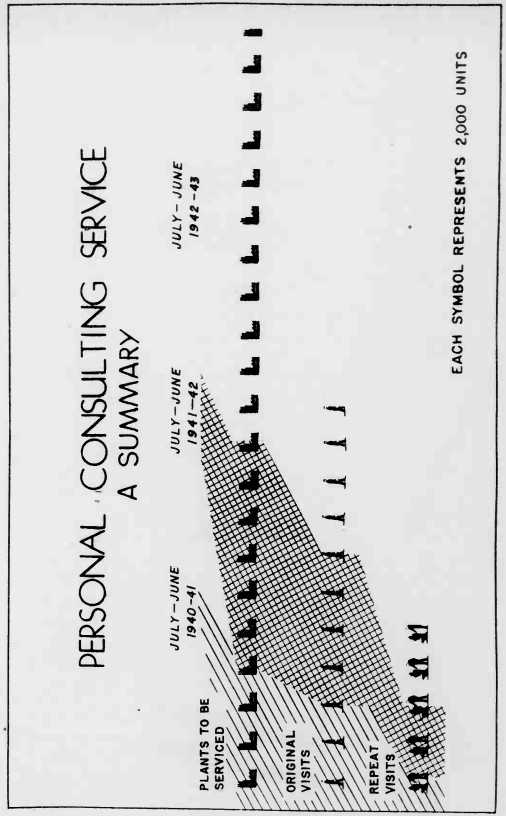
An Outline

The Reason--Industrial safety is a vital and necessary part of modern production that can no more be learned solely from books than can any other phase of production technology. The essence of the personal consulting service is to place at the disposal of war plant management the services of a qualified industrial safety technician, to help in an understanding of safety's place in production and to assist in fashioning and installing a workable plant program.

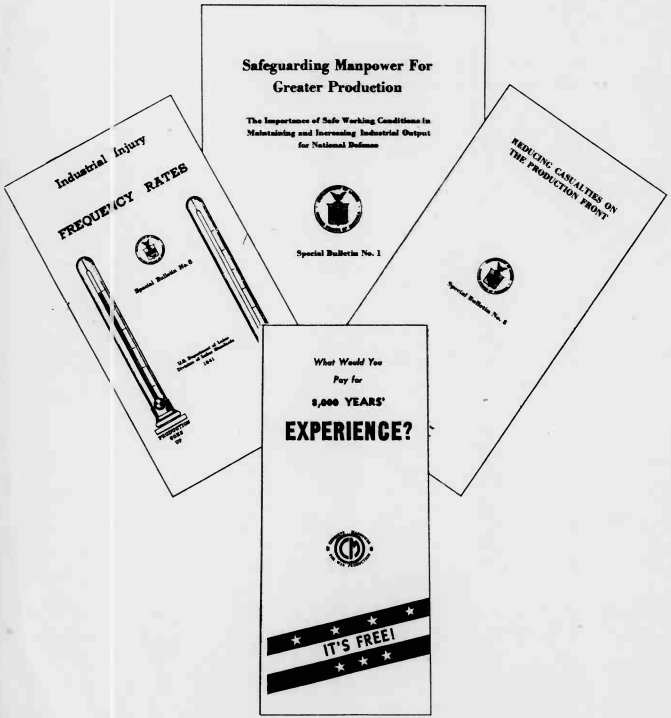
The Plan--From information gathered in Washington, the chairmen of State branch committees are provided with the names of plants engaged in war work on Government contract. On the basis of these data, supplemented by information developed locally, the State Chairmen assign to Special Agents the job of getting in touch with contract plants in their locality. The agents call upon the assigned plants, outlining to management the need for constant attention to the problem of safety, and offering to assist in an appraisal of plant conditions, the development of a program designed to fit the plant needs, or solving some particular problem.

The Men--The volunteer field force . . . Special Agents, State Chairmen, and Regional Representatives . . . are practical safety men currently employed in private industry. With a combined safety experience of 8,000 years they represent an effective "task force" in the fight against job injuries.

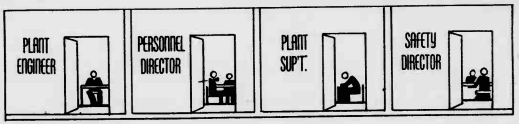
The Material--In addition to their own knowledge and safety experience, the Special Agents have behind them the consultant services of experts in various specialized phases of safety and health and the full-time services of the safety and health staff of the Division of Labor Standards. Some of the information developed has been put in printed form and issued as special bulletins of the Division.



PUBLICATIONS . . . .


Industrial Injury
FREQUENCY RATES
Special Bulletin No. 6
Safeguarding Manpower For Greater Production
The Importance of Safe Working Conditions in Maintaining and Increasing Industrial Output for National Defense
Special Bulletin No. 1
REDUCING CASUALTIES ON THE PRODUCTION FRONT
Special Bulletin No. 8
What Would You Pay for
8,000 YEARS'
EXPERIENCE?
IT'S FREE!

TOP OPERATING PERSONNEL. . . .



Functions and Responsibilities

Top operating personnel . . . plant engineers, personnel directors, plant superintendents, safety directors . . . is typical of the staff officials who management holds responsible for plant operation, quality of product, safe and continuous operation. The plant engineer makes sure that new processes and new machines are set up and equipped to safeguard the operators. The personnel office acquaints new employees with the plant safety program and trains them in safe work practices. The plant superintendent checks to make sure that the safety equipment is used and the work carried on in a safe manner. The safety director coordinates the safety activities of the others and assists in handling technical safety matters.

National Committee Service Assistance in Fulfilling Functions in Safety

The National Committee assists operating personnel in fulfilling its safety functions by providing services designed to improve the general understanding of the field of industrial safety and its basic methods, and to give technical information on specific safety problems.

1. *Safety Training*—Through a 96-hour evening course in the fundamental principles and basic methods of safety, the Committee assists operating officials in gaining a better understanding of safety . . . assists management in developing men and women qualified to carry out the safety program.
2. *Personal Consulting Service*—The Special Agents assist and advise in the development of educational campaigns, plant surveys, and safety instruction, and in solving special problems.
3. *Printed material*—A series of special bulletins and reprints on such technical subjects as welding, machine guarding, industrial sanitation, industrial lighting, and the safe handling of hazardous substances.

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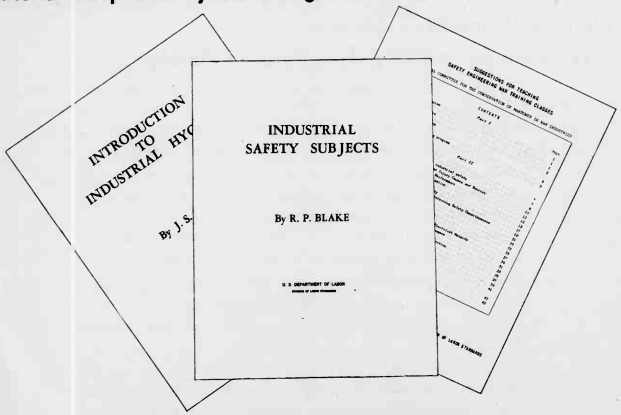
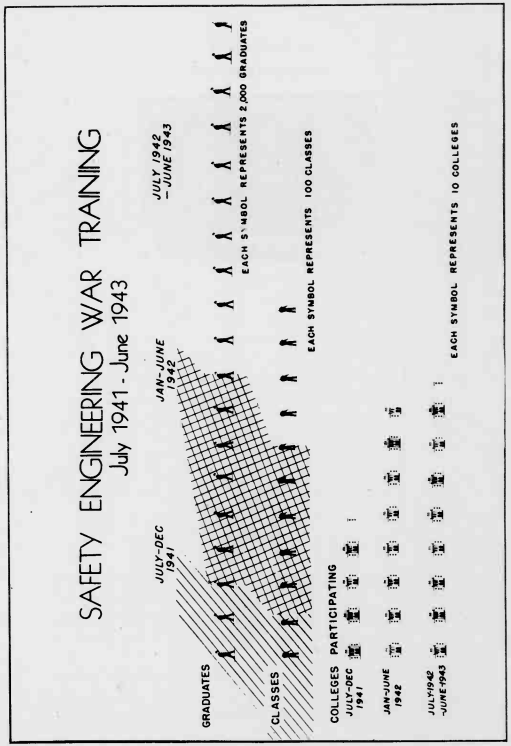
TRAINING SAFETY LEADERS. . .

The Courses

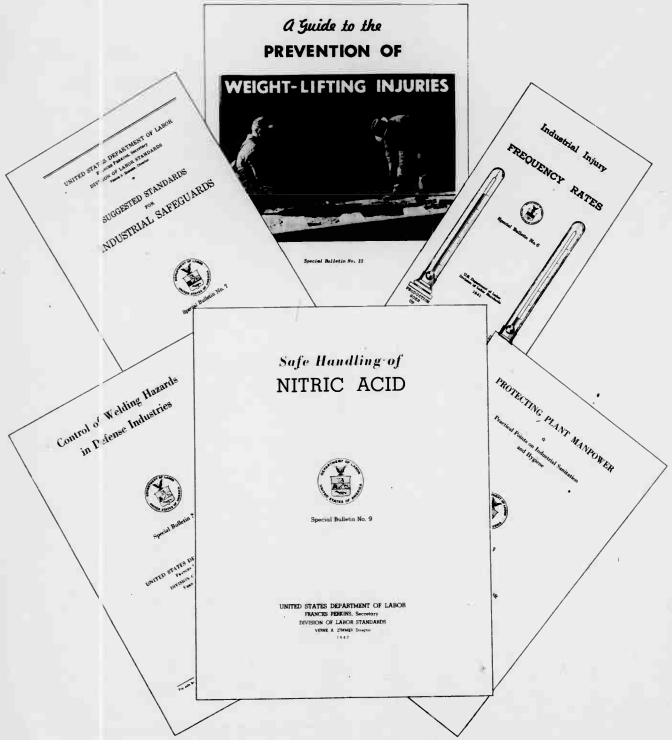
Set up under the Engineering, Science, Management War Training Program of the U. S. Office of Education, the courses are designed to train key industrial supervisors in the fundamentals and basic methods of industrial safety. They are conducted in centers of war production under the sponsorship of local colleges of engineering whose standards have the approval of the Office of Education. Classes are held in the evening, at locations convenient to the members. The standard course consists of two 3-hour sessions a week for a period of 16 weeks. The instructors are practical safety men drawn from local industry--in many cases, Special Agents of the National Committee. The cost, save for the expense to students of necessary text material, is defrayed by the Office of Education. The course outline, much of the basic text material, and supplementary data for the guidance of instructors, were developed by the safety staff of the Division of Labor Standards.

Material Prepared by Washington Office


INTRODUCTION TO INDUSTRIAL HYG
By J.S.
INDUSTRIAL SAFETY SUBJECTS
By R. P. BLAKE
U. S. DEPARTMENT OF LABOR
SUGGESTIONS FOR TEACHING SAFETY ENGINEERING WAR TRAINING CLASSES



PUBLICATIONS. . . .



SHOP SUPERVISORS. . . .

Functions and Responsibilities

The foreman bears direct responsibility for performance on the production line. Through him must flow all of the management plans for quantity and quality of product and for the safety of the men. From him must come reports on the practical workings of ideas, techniques, and campaigns. He, his line subordinates . . . assistant foremen and leadmen . . . and his safety coworkers . . . committeemen . . . have a vital part to play in the plant safety program. They have the job of seeing that safety equipment is used, that tools and equipment are in safe working condition, that safe work practices are followed. They must report back to management the practical operation of new ideas and equipment and submit recommendations for necessary changes. Without the active support of supervisors the most elaborately conceived and carefully worked out program of safety is doomed to failure.

National Committee Service to Supervisors

The National Committee renders direct service to foremen, assistant foremen, leadmen, and safety committeemen, in the following three ways:

1. *Safety Training*—In addition to the training course for key supervisors, the National Committee has worked out a special course for the training of foremen in the details of safety as it applies to their own work.

2. *Personal Assistance*—Upon request of management the Special Agents work directly with foremen as a group, outlining their safety functions and discussing practical ship problems.

3. *Printed Material*—A series of publications prepared by or in collaboration with the Division of Labor Standards upon specific safety functions of shop supervisors.

SAFETY MANAGEMENT FOR FOREMEN. . . .

OUTLINE FOR 20-HOUR FOREMEN'S SAFETY COURSE

1—MANAGEMENT & SUPERVISORY RESPONSIBILITY
2—ACCIDENT INVESTIGATION
3—MACHINE SAFEGUARDING
4—HOUSEKEEPING AND ORDER
5—HANDLING MATERIALS
6—SAFETY CLOTHING
7—FIRST AID
8—SAFETY FUNDAMENTALS IN FOREMANSHIP
9—PLANT INSPECTION
10—PRODUCTION WITH SAFETY

The Course

A 20-hour course on safety in foremanship, designed especially for in-plant training. The important safety functions of industrial supervisors are covered in ten 2-hour sessions, each session being devoted to one major subject. The course outline and basic text materials were developed by the safety staff of the Division of Labor Standards. The course may be given in conjunction with or independently of the films listed below

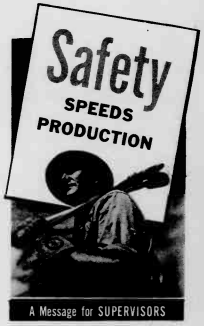
The Films

A set of ten 20-minute sound-slide films developed jointly by the U. S. Department of Labor and the National Safety Council for use in conjunction with the course. Each film is tied in with the course session of the corresponding number.

1. FOLLOW THE LEADER
2. CAUSE AND CURE
3. GUARD DUTY
4. SAFETY IS IN ORDER
5. BRAINS BEAT BRAWN
6. RIGHT DRESS
7. DOCTOR'S ORDERS
8. PRINCIPLES AND INTEREST
9. STOP, LOOK AND LISTEN
10. PRODUCTION WITH SAFETY

PUBLICATIONS. . . .

SAFETY SPEEDS PRODUCTION—A 20-page pamphlet addressed to supervisors, outlining their functions in instructing, supervising and checking for safety. Prepared with the assistance of Special Agents and other industrial safety men.



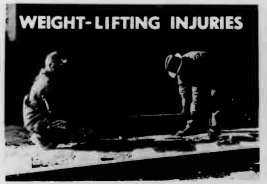
SAFETY ON THE JOB FOR THE NEW EMPLOYEE

Bulletin No. 8

Training Within Industry

SAFETY ON THE JOB FOR THE NEW EMPLOYEES—A 4-page multilithed folder outlining the methods of weaving safety into the process of job induction. Prepared by the National Committee and issued as bulletin 8-A of the Training-Within-Industry Service, War Manpower Commission.

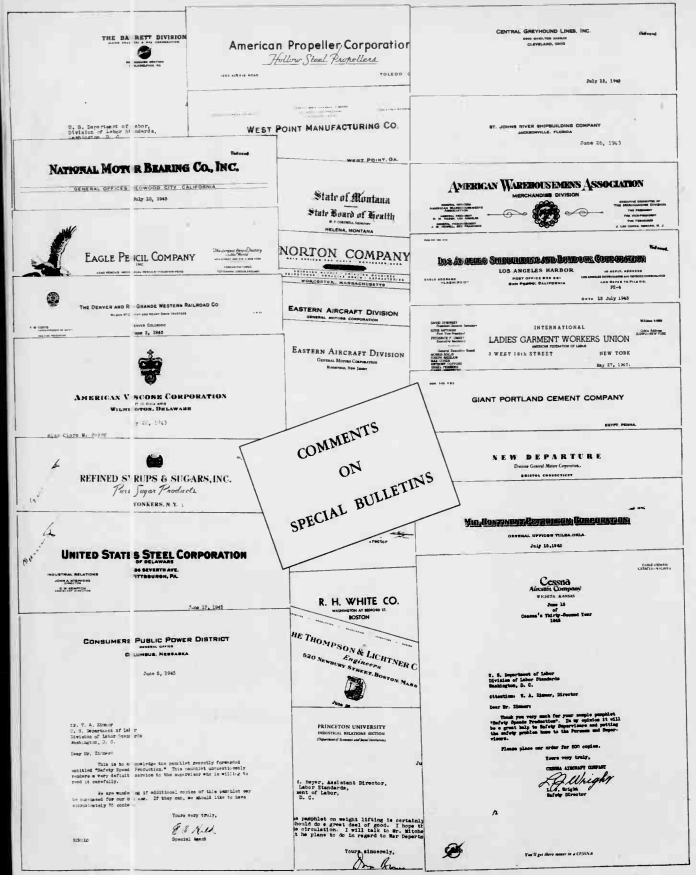
A Guide to the
PREVENTION OF
WEIGHT-LIFTING INJURIES



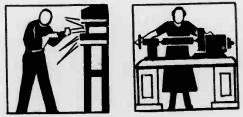
Special Bulletin No. 11

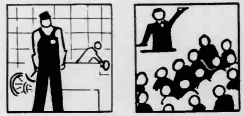
UNITED STATES DEPARTMENT OF LABOR
Frances Perkins, Secretary
DIVISION OF LABOR STANDARDS
W. Haven Process, Director
1943

A GUIDE TO THE PREVENTION OF WEIGHT-LIFTING INJURIES—A 20-page pamphlet covering the fundamentals of weight-lifting safety. Addressed to management and supervisors, it stresses use of mechanical equipment and careful selection, training and supervision of employees in manual work. Prepared with assistance of industrial physicians, safety and personnel directors.



WORKERS. . . .





The Worker's Stake in Safety

THE INDIVIDUAL worker has a direct and personal stake in safety. To the Nation, safety means a smoother, more constant flow of the arms and equipment essential to victory. To plant management it means a saving in compensation and medical bills and related costs. But to the worker safety means a longer life, a whole body and unimpaired earning capacity, a full pay envelope instead of a compensation check. Despite more liberal workmen's compensation laws and improved restorative medicine, the worker is still the primary victim of industrial accidents. He is the primary beneficiary of industrial safety.

THE UNION—an association of individual workers banded together for mutual protection—reflects the personal stake in safety of its individual members. Organized labor has made great strides in improving the conditions under which American men and women toil, in gaining for them a larger share of the fruits of production, in gaining for them protection against the vicissitudes of modern economic life. But of what value are high wages, shorter hours, old age and unemployment benefits to the worker who is maimed for life by an accident, or to the family of a worker who who has been killed at work? Organized labor has already contributed to organized safety. Its force was solidly behind the drive for workmen's compensation laws, the enactment of which gave impetus to safety by holding management responsible for at least a share of the financial burden of job-injury. Labor helped inaugurate and has supported State safety codes and inspection services. It can and is helping its individual members to better understand the need for working safely always and for taking a direct and active part in plant safety programs.

SAFETY SERVICE FOR LABOR. . . .

Publications

For the Individual--A pocket-sized publication listing practical tips on how to stay safe on the job. A basic guide to safe work practices.

For the Union--Two publications devoted to outlining sound and practical methods for union participation in plant safety programs. Good material for the union which wants to do something tangible for the protection of its members against job accidents.

Safety Training for Union Officials

Sound planning and action in any field of union endeavor must rest upon knowledge and information. The 96-hour safety training courses are open to union officials who are in a position to take a direct part in the national campaign against job injuries.

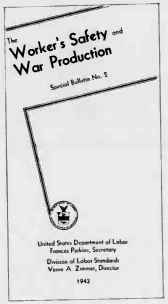
Direct Informational Service

The services of National Committee Special Agents and full-time safety personnel of the Division of Labor Standards are available to unions in developing a program or investigating some special safety problem. Union requests for information lead to the publication of Special Bulletin No. 5, "Control of Welding Hazards," and to an investigation into the health hazards involved in the making and fabrication of synthetic rubber which is now under way.

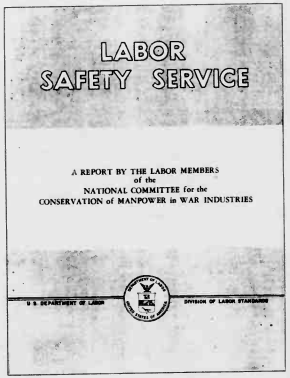
General Educational Work

A rounded program of safety education for war plant workers developed by the Committee and carried out with the assistance of other Government agencies and private organizations, including a series of newspaper releases covering important safe work practices, a Nation-wide radio campaign, and a set of motion pictures covering the fundamentals of job safety.

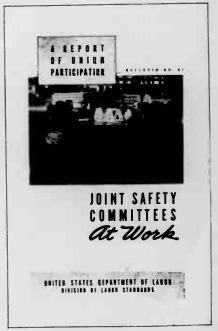
PUBLICATIONS. . . .



THE WORKER'S SAFETY AND WAR PRODUCTION and LABOR AND SAFETY ON THE JOB. — A 10-page pamphlet outlining the need for safety and listing practical tips on safe work practices. Special Bulletin No. 2 for distribution through management; "Labor and Safety on the Job" for use by unions.



LABOR SAFETY SERVICE. — A 14-page booklet prepared by the Labor members of the National Committee, stressing the need for more direct participation by unions in industrial safety, outlining effective safety activities, and giving examples of how unions have used the safety services of the Department of Labor.



JOINT SAFETY COMMITTEES AT WORK. — A guide to effective union safety activity through joint labor-management safety committees. Based upon a study of committee work in several important war plants, the bulletin will prove of great value to local unions and union committeemen.

PRESS

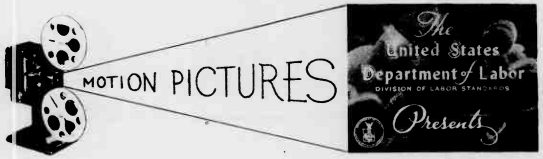
The educational program of the National Committee has always received assistance from newspaper accounts of local accidents, often tied in with comments by Special Agents, and reports of safety meetings, addresses and campaigns arising out of committee activity. The National Committee last spring prepared a series of press releases stressing the importance of safe work practices. Sent out through the Office of War Information, the releases have been received most favorably by both the press, regular and labor, and the readers. Each release deals with a specific phase of safe work practices and each is illustrated by one of the cartoons reproduced below. The press-educational campaign is being continued on a local basis by the field organization.

The air waves, too, are carrying to the war workers of America the story of safety and tips on safe work practices. During the first 3 months of the National Committee's intensive radio compaign more than 350 safety programs were broadcast by stations throughout the country.

There are a variety of different programs, all pointed to stimulating the worker . . . as an individual and as a union member . . . to work carefully and to take an active part in his plant safety program.

There is the 5-minute interview of a Special Agent, devoted to safe practices in machine operation, in the use of tools and equipment, in dress and personal conduct, and in good housekeeping. There are the 15-minute discussion programs; some covering the accident problem as a whole and stressing the workers part therein. This type features a Committee representative, a State labor official, and a representative of industry. Others cover the National Committee program from the labor angle . . . featuring a representative of organized labor. A new development . . . worked out by several larger stations . . . is a 15-minute program featuring interviews with safety men, plant physicians, supervisors and workers in local war plants and teaching a safety lesson by dramatizing recent accidents in those plants. And, not counted among the 350 programs, there are the 30-second spot announcements, used to "plug" a single safe practice rule at station breaks.

A number of plants have rebroadcast these forceful pleas for safe operations over their public address systems with marked effect on the safety consciousness of their employees.



Sight . . . sound . . . action . . . the magic of the sound motion picture has been added to the National Committee's worker education campaign. From scripts prepared by the Division of Labor Standards a leading producer of motion picture shorts is filming a series of 26 1-minute subjects on job safety. Designed for screening in commercial theatres on a sponsorship basis, each short deals with one phase of job safety, setting forth the safe practice and portraying dramatically the reasons for its importance. Safe machine practice . . . safe clothing . . . personal protective equipment . . . safe handling practices . . . first aid . . . use of machine guards . . . these are a few of the subjects covered. Here is a brief description of the film on machine guards, with full narration.

ON GUARD

Action--Opening with a shot of a boxer dropping his guard and being knocked out, the film contrasts the danger of modern machinery to the punch packed by a championship fighter, then reviews briefly various types of machinery safeguards.

Narration--Keep that chin covered! One second off guard may mean . . . a quick trip to the canvas. Yes sir! This boy's punch sure packs a sleeping powder, but it's gentle compared to the metal-bending wallop of this press, or the biting, cutting action of a miller or power saw. It takes many punches to make a fighter groggy, but one unguarded second with a machine may mean this! Engineers have developed methods of covering the danger points, of feeding machines, and of operating them in such a way as to keep your hands out of danger. Use these safeguards; they were devised for your protection. Be smart, stay on guard, so you'll be in there punching when the final bell rings and victory is ours.

COMMITTEE PROGRAM BEARS FRUIT

The end of all industrial safety activity is a reduction in the number of time-wasting, skill-destroying injuries. The ultimate test of the effectiveness of any program is, then, the extent to which it succeeds in accomplishing this end.

Reduced Frequency Rates

Plant accident experience is measured in terms of frequency rates--the number of injuries per million man-hours of exposure. The vast majority of plants in the United States have never before computed their rates, nor have most of them maintained records upon which rates may be computed. However, 4,377 of the plants contacted by the National Committee during the first 30 months of its existence had records which could be used in comparing experience before and after committee service. 74.2 percent of the reporting plants experienced a decrease in accident frequency; 4.8 percent reported no change; and the remaining 21 percent continued to show an upward trend. The extent of the rate reduction is indicated by the experience of a number of individual plants recorded on pages 22 and 23.

Improved Safety Report

For the majority of plants serviced . . . those which maintained no accident records . . . the sole criterion of progress is the extent to which they have undertaken to put to use those tools of safety which eventually result in lowered accident rates. Improvement in safety effort is indicated by the following table.

BENEFICIAL CHANGES IN PLANT SAFETY WORK
RESULTING FROM NATIONAL COMMITTEE SERVICE
Plants Contacted July-December, 1942

Nature of change	Number of plants	Percent of plants contacted
Initiation of Safety Program.....	956	0.18
Intensification of plant safety program...	1,293	.24
Employment of full-time safety engineer...	257	.05
Employment of part-time safety engineer...	339	.06
Organization of plant safety committees...	832	.15
Enrollment of supervisors in safety training courses.....	1,453	.27

Frequency Rate Reductions in Typical Plants Visited by Special Agents
-1942-

Establishment Contacted:

1—Light Corrugated Box Co. (Corrugated Boxes)
Philadelphia, Pennsylvania.
Average Frequency Rate for Corrugated Box Industry — 32.3
Average frequency rate for this plant
October — 130.6
November— 48.8
December— 34.2

2—Ajax Metal Co. (Smelting and Refining)
Philadelphia, Pennsylvania.
Average Frequency Rate for Smelting & Refining Industry— 27.9
Average frequency rate for this plant
October — 91.2
November— 69.9
December— 16.4

3—H. D. Lee Mercantile Co. (Men's Clothing)
Trenton, New Jersey.
Average Frequency Rate for Men's Clothing Industry — 9.5
Average frequency rate for this plant
October — 34.4
November— 22.4
December— 11.7

4—Wisconsin Appleton Co. (Foundry)
South Milwaukee, Wisconsin.
Average Frequency Rate for Foundry Industry — 47.0
Average frequency rate for this plant
October — 136.7
November — 75.7
December — No lost time accidents

5—Brunswick Pulp and Paper Co. (Pulp)
Brunswick, Georgia.
Average Frequency Rate for Pulp Industry — 24.2
Average frequency rate for this plant
October — 75.8
November— 126.7
December— 9.8

Trend in Frequency Rate for Certain Plants Visited by Special Agents
—1942—

Establishment Contacted:

1—St. Louis Steel Casting Co. (Foundry)
St. Louis, Missouri.
Average frequency rate for Foundry Industry — 47
Average frequency rate for this plant:
October — 92.6
November— 32.4
December— 16.7

2—Globe Shipbuilding Co (Shipbuilding)
Superior, Wisconsin.
Average Frequency Rate for Shipbuilding Industry— 26.4
Average frequency rate for this plant-
October — 84.3
November— 44.3
December— 42.1

3—Electric Wheel Co (Forgings)
Quincy, Illinois.
Average Frequency Rate for Forgings Industry — 44.5
Average frequency rate for this plant—
October — 65.0
November— 68.8
December— 20.0

4—Southeastern Shipbuilding Corp. (Shipbuilding)
Savannah, Georgia.
Average Frequency Rate for Shipbuilding — 26.4
Average frequency rate for this plant -
October — 58.7
November— 42.4
December— 38.7

5—Muskegon Piston Ring Co (Foundry)
Sparta, Michigan.
Average Frequency Rate for Foundry Industry — 4.7
Average frequency for this plant
October — 105.6
November — 38.8
December — (No lost time accidents)

COOPERATION WITH OTHER AGENCIES....

Cooperation is the keystone of successful safety effort, and the National Committee, whose program is essentially the activation of existing safety knowledge, has always worked to the fullest possible extent with other agencies concerned with or interested in safety.

Government

Federal--The Committee has worked closely with such operating agencies as the War and Navy Departments and the Maritime Commission--assisting in the development of safety programs and providing safety material--and with such service agencies as the War Production Board, War Manpower Commission, U. S. Public Health Service, Office of Defense Transportation, and other bureaus within the Department of Labor.

State--The Committee has also worked closely with State labor departments in the establishment of good standards of safety engineering. Special Agents have helped wherever there was a need for safety promotion. The States have made wide use of printed material issued by the Committee.

Other

Organized Safety--Cooperation has been close between the Committee and such outside organizations as the National Safety Council, local safety councils, the American Society of Safety Engineers, and the American Standards Association. The Committee and the Council worked together in the development of the new foremanship sound-slide films. The local councils have distributed quantities of the special bulletins and cooperated in establishing safety courses and locating qualified instructors.

Labor--Organized labor has provided many members on both National and State advisory committees, and local unions are making frequent use of Committee services as well as calling attention to needed types of service and information.

Industry--Upon the cooperation of industrial management has rested the entire plant visitation program, which could not be carried on without the Special Agents. Individual plants have cooperated on many occasions in providing information and technical assistance in the preparation of printed material. Industry groups--chambers of commerce and manufacturers' associations--have promoted use of the Committee's services and participated in its program.

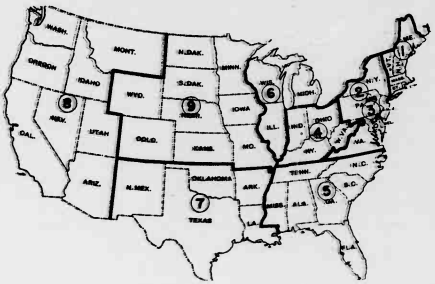
THE NATIONAL COMMITTEE LOOKS AHEAD....

The vast majority of American plants are still without adequate safety programs, and the work of the Committee must continue, at an intensified rate if possible. Its services have reached less than one-quarter of the estimated 90,000 war production plants; and at least 50 percent of the plants already contacted need additional service if they are to be brought into line with good safety performance. The safety training program, too, is far from completed. Despite the nearly 40,000 96-hour course graduates, this phase of the Committee program has reached but 27 percent of plants visited, much of the enrollment having come from larger establishments with existing safety programs. The foreman-training courses are barely under way, and when several hundred thousand war plant foremen have been trained in the fundamentals of safety management, they still must be taught the means of coaching their workers in safe practices.

The record of accomplishment in those plants which have received full benefit of Committee service testifies to the success of the basic program. The problem now is that of bringing the program to bear upon as many of the remaining plants as possible. The Committee realizes, however, that, with its limited full-time staff and in view of the increasing demands upon Special Agents from their own plants, the *volume* of work cannot be increased measurably. The wisest course, therefore, is to concentrate upon those plants producing highly essential war material and having outstandingly bad accident records. The result will be a falling off in the total number of plants reached but an increase in the number of repeat visits and in the amount of service rendered to each plant. Meanwhile, the missionary work formerly done by the Agents will be taken up in some part by intensified general publicity and through such cooperating agencies as the War and Navy Departments and the National Safety Council. The result should be an overall increase in general safety consciousness coupled with vastly improved safety performance in important contract plants where the accident rate is highest.

In this way, the National Committee can utilize its limited resources most effectively both in attacking the immediate problem of war plant accidents and in laying broad and firm foundations for industrial safety in the post-war years.

NATIONAL COMMITTEE FIELD ORGANIZATION



Region	Headquarters	Representative	Safety Staff Paid	Safety Staff Volunteer
1	BOSTON, MASSACHUSETTS (80 Federal Street)	Lewis E. MacBrayne Regional Representative	2	21
2 and 3	NEW YORK CITY, N. Y. (350 Madison Avenue)	E. G. Quesnel Regional Representative	5	119
	Sub-heddquarters PHILADELPHIA, PA. (1129 Walnut Street)	Walter W. Matthews Assistant Regional Rep.		
4	CLEVELAND, OHIO (207-209 Republic Bldg.)	Carl L. Smith Regional Representative	2	59
5	BIRMINGHAM, ALABAMA (2225 Comer Building)	William H. Ivey Regional Representative	3	68
	Sub-headquarters BATH, SOUTH CAROLINA	Raymond B. Stuckey Assistant Regional Rep.		
6	CHICAGO, ILLINOIS (104 South Michigan Blvd.)	Theodore O. Meisner Regional Representative	3	140
7	HOUSTON, TEXAS (300 Keller Bldg.)	Charles A. Miller Regional Representative	2	53
8	SAN FRANCISCO, CAL. (200 Bush Street)	R. E. Donovan Regional Representative	2	79
9	OMAHA, NEBRASKA (603 Electric Bldg.)	Ralph E. Walter Regional Representative	2	57

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